



# MOHAWK COUNCIL OF KAHNAWÁ:KE



# FY2017 - FY2021 STRATEGIC PLAN



Consulting and  
Advisory Services

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# STRATEGIC PLAN



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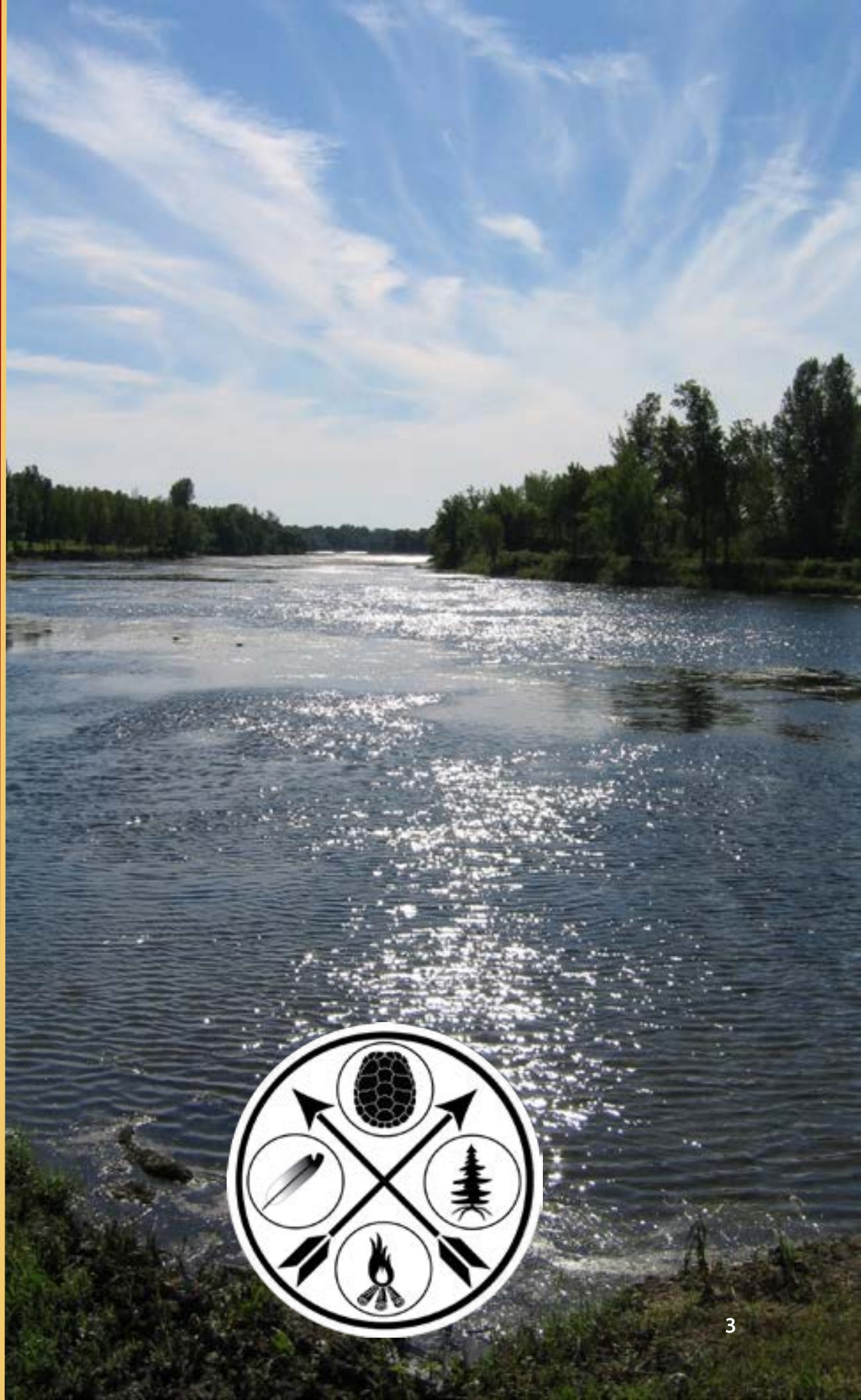
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# MESSAGE FROM THE GRAND CHIEF & EXECUTIVE DIRECTOR





# READY TO MOVE FORWARD....

It is with great pleasure that I take this opportunity to introduce to the Community Chief and Council's Political Priorities for this term as well as the MCK Organization's 5 year strategic plan. There are three focus areas that the council must address if we are truly going to achieve self-sufficiency and self-determination:

- Social;
- Political; and
- Economic.

If we are economically sound, then socially we can enhance our well-being and concentrate on our identity and the unification of our Community. This will provide the direction leadership requires to politically advance. Community engagement and nation-to-nation agreements with external governments and agencies are essential to our success. The political values and priorities that have been determined will guide the council and ensure we stay on track. This is an exciting time, for the council, the organization most importantly, our Community.



Joseph Tokwiro Norton, Grand Chief

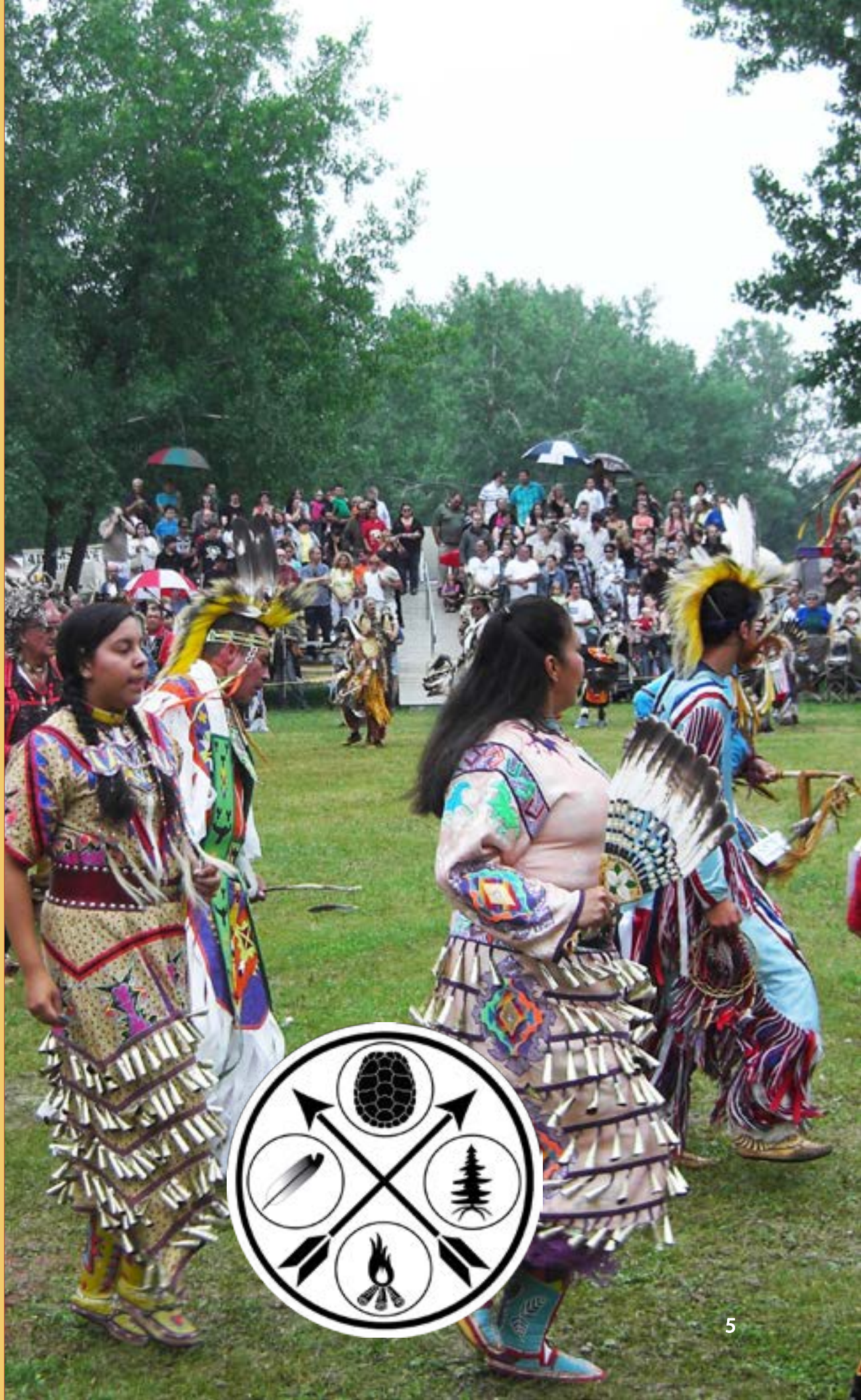
I am pleased to present the FY2017 - FY2021 Mohawk Council of Kahnawà:ke's Strategic Plan. This plan is in alignment with the Council's political priorities for the 2015-2018 term of office. With Chief and Council's continuous pursuit and assertion to attain recognition of our jurisdiction, it is imperative that the organization is prepared to implement and operate the results. Our vision is to work in partnership with the Community, to attain our goals and objectives and make Kahnawà:ke the best that it can be. This plan represents the pro-activeness and preparedness of the management and staff of the MCK. We are ready to move forward.



Alana Rice, Executive Director



# EXECUTIVE SUMMARY







The Mohawk Council of Kahnawá:ke ("MCK") Strategic Plan is designed to guide the administrative and operational units of the organization. The Strategic Plan incorporates a comprehensive decision making approach to ensure that the organization is meeting its goals over the next five years, while integrating the priorities and political principles of the MCK Chiefs and Council.

This plan will be used as a roadmap to both preserve and enhance the roles and purpose of the MCK by identifying opportunities, maximizing its resources and focusing on key strategic goals and objectives which will improve the quality of life for the Community and the people.

The Strategic Plan is considered a "living document", having the flexibility to be revisited and updated at any time to continually adapt to any external and internal factors which may impact the organization and the community.

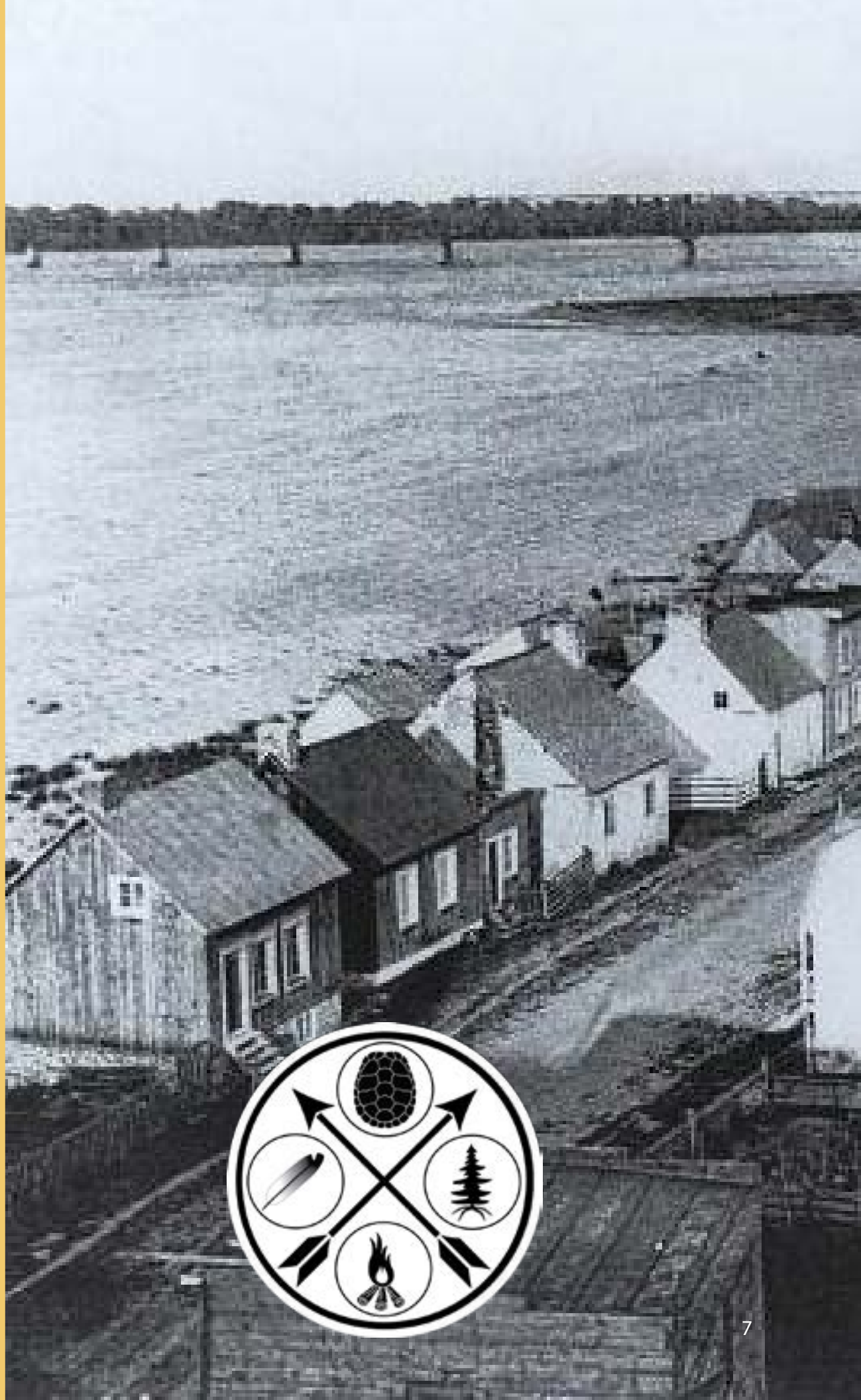
Implementing the Strategic Plan is the critical first step of the MCK's journey to making its vision and mission a reality. An Action Plan is developed and will be utilized to support the overall implementation of the plan, helping to monitor the progress of the goals and objectives on an ongoing basis.

The following document is a result of information gathered through a series of interactive focus group meetings held during spring 2016. These meetings included comprehensive input from the Executive Director, Executive Team, key staff members, various MCK Chiefs and a community focus group. The input received helped to derive the vision, mission, goals, values and principles which articulate the basis of what the organization aspires to achieve in the upcoming five years. The MCK administrative and operational units are responsible for implementing this plan which demonstrates their ongoing commitment to improving the organization while supporting Kahnawá:ke to continue to be a vibrant and healthy community.





# INTRODUCTION & EVOLUTION







**K**ahnawá:ke is one of the eight communities that make up the Mohawk Nation. The territory has a communal land base of 48.05 square kilometres that stretch from Chateauguay to St. Lambert along the Southwest shore of the St. Lawrence River, across from the City of Montreal, Quebec. Kahnawá:ke has a resident population of approximately 8,000, which has doubled since 1974.

The community has sustained and is built on its rich cultural background. Kahnawá:ke and its people have demonstrated resiliency and an ability to adapt to ever-changing circumstances over its history, including the many challenges the Indian Act has imposed. The community continues to strengthen its links to its proud heritage and takes enormous pride in being one of the most thriving Indigenous communities in Canada.

The Mohawk Council of Kahnawá:ke is the organization that provides governmental, administrative, and operational services to the community of Kahnawá:ke. The MCK is also indirectly linked to most of the community's main organizations through the Executive Directors Committee. This Strategic Plan is focused on the administrative and operational units of the organization, in addition to aligning with the priorities of the Chief and Council.

MCK's administrative and operational units includes the following areas:

- Executive Office:
  - Strategy and organizational development including Quality Assurance;
  - Public Relations / Communications;
  - Legal Services;
  - Human Resources;
  - Information Systems and records management;
- Finance and asset management;
- Operations:
  - Infrastructure Services including Capital and Public Works;
  - Lands and Environment;
  - Client based Services including, Sports and Recreation, social Assistance, Housing and Membership; and
  - Labor Office, including workmen's compensation and qualifications.
- Public Safety; and
- Justice Services including the Court of Kahnawá:ke.

Over the years, the MCK has consistently pursued initiatives to improve as an organization to ensure that it continues meet the needs of the community of Kahnawá:ke. This strategic plan for the MCK will span the five year period from 2016 – 2021. The previous plan, a Three Year Strategic Plan, from 2009 – 2012, established a strategic management process to facilitate continuous improvement for the organization and enable the MCK organization to work towards commonly defined priorities.

In addition, the MCK established six main goals and objectives, some of which will be ongoing initiatives and are again integrated into this current Strategic Plan:

1. To establish a transition of authority away from governments;
2. To pursue, secure and maintain self-sufficiency but decreasing dependency on external government funding;
3. To provide the highest quality of services to all of our clients;
4. To develop global alignment of services, systems, and structures ensuring form, fit and functions;
5. To develop and foster a positive work environment; and
6. To improve the image of the MCK Operations in the community and build trust with the community.

Prior to the previous Strategic Plan, the MCK completed an Organization Review and Design Project which was led by the Executive Director in a dedicated role. The purpose of the project was to ensure the organization, including business processes, management structure, and technical infrastructure are developed and aligned to meet the needs and expectations of the community, the Council and staff. "To take pride in the operational capacity of the MCK to successfully adapt to change, for the benefit of Kahnawá:ke"

As MCK moves forward, the organization will continually have to adapt to the ever-changing challenges, issues, and demands of the community. The Strategic Plan will be the next step in advancing the organization closer to attaining its future vision.



# VISION

“The Mohawk Council of Kahnawá:ke is proud and committed to partner with Kahnawá:ke for a strong Kanien’kehá:ka identity and prosperous community.”

# MISSION

“It is our mission to provide Quality services, protect kahnawake’s interests, govern our affairs and build resources.”

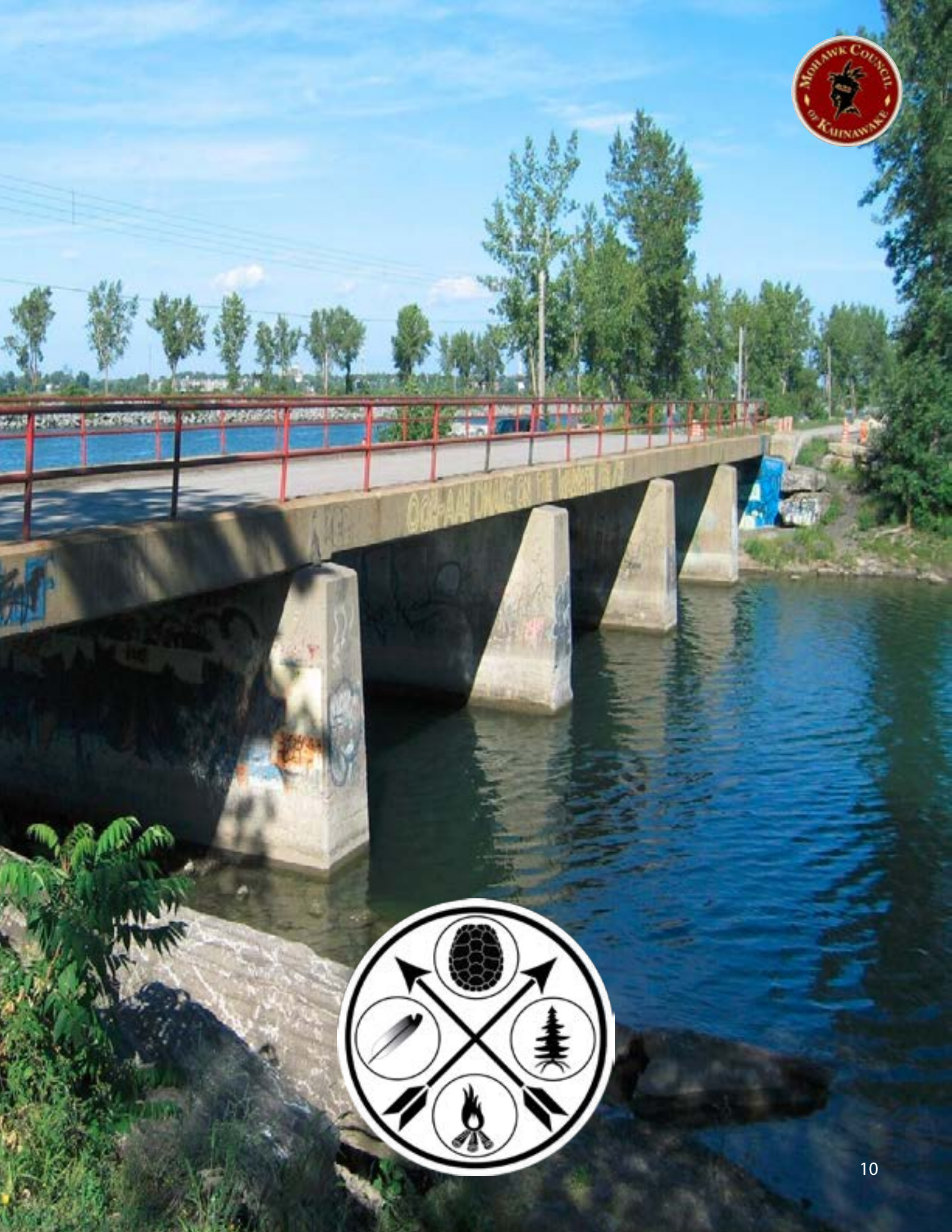
# VALUES

- Respect for land, community and workplace;
- Accountability for ownership and transparency;
- Preservation of language and culture;
- Integrity and professionalism;
- Commitment, innovation and resourcefulness that strives for prosperity;
- Collaboration and effective communications;
- Stability and viability for the organization;
- Quality service delivery for collective benefit; and
- Visionary decision-making.

The vision, mission, and values are core, fundamental driving forces. They serve as guide for the organization in the direction it is heading over the next 5 years. They also govern the way we behave, communicate and interact with others and express the traits and qualities we prioritize and believe in.









# GOALS & OBJECTIVES







The goals and objectives outlined in the FY2017 - FY2021 Strategic Plan are specific initiatives that the MCK plans to accomplish over the next five years. In order to closely link the goals and objectives to the MCK organizational mission and vision, they are organized within four strategic pillars and related focus areas. The pillars are the high level themes which form the basis of the MCK's mission to support achieving its vision. The four strategic pillars are outlined below:

## PROTECT



To protect the rights, culture, resources and values of Kahnawá:ke.

## BUILD



To continue to build Kahnawá:ke resources, capacity, and opportunities.

## SUPPORT



To support Kahnawá:ke by working together to provide the best services to members.

## GOVERN



To effectively govern Kahnawá:ke resources through leadership and effective decision making, maximizing the benefits to all members.



## PROTECT



- Rights & Jurisdiction;
- Language & Culture;
- Environment;
- Land;
- Public Safety; and
- Occupational Health & Safety.

## BUILD



- Economic Development;
- Capacity Development; and
- Continuous Improvement.

## SUPPORT



- High Quality Services;
- Community Engagement; and
- Client Based Services.

## GOVERN



- Operations;
- Prioritization;
- Collaboration & Transparency;
- Structure;
- Forward Thinking; and
- Financial Control.





# PROTECT



To protect the rights, culture, values, and community of Kahnawà:ke.

GOALS	OBJECTIVES
<p><b>1. RIGHTS &amp; JURISDICTION</b></p> <p>Ensure the rights and jurisdiction of Kahnawà:ke is protected.</p>	<p>A. Developing mechanisms to protect rights and jurisdiction of Kahnawà:ke;</p> <p>B. Developing a comprehensive consultation model; and</p> <p>C. Establishing an intergovernmental agreement that recognizes our jurisdiction.</p>
<p><b>2. LANGUAGE &amp; CULTURE</b></p> <p>To promote and preserve the kanién'kéha language and culture.</p>	<p>A. Providing educational opportunities that contain teachings of traditional language and culture;</p> <p>B. Increasing community events/celebrations that promote language and culture; and</p> <p>C. Transitioning the responsibility, resources and oversight of MCK Language &amp; Cultural Training Program to Kanién'keháka Onkwawén:na Raotitíóhkwa Language and Cultural Centre ("KOR").</p>
<p><b>3. ENVIRONMENT</b></p> <p>To seek out opportunities to enhance Kahnawà:ke lands while ensuring the environmental integrity.</p>	<p>A. Establish an environmental sustainability plan;</p> <p>B. Sustainable use of the land and resources is maintained; and</p> <p>C. A regulatory framework to enhance environmental protection within the community.</p>
<p><b>4. LAND</b></p> <p>To exercise kahnawà:ke's control of the territory of kahnawà:ke, including tioweró:ton.</p>	<p>A. Securing recognition of Kahnawà:ke authority as it relates to lands; and</p> <p>B. Improve integrity of Land through legislation and enforcement.</p>





<p><b>5. PUBLIC SAFETY</b> To establish the public safety authority.</p>	<p>A. Legislating and enforcing community wide public safety; and B. Enhancing Emergency Preparedness operations.</p>
<p><b>6. OCCUPATIONAL HEALTH &amp; SAFETY</b> To promote and maintain a safe working environment for all employees.</p>	<p>A. Developing an internal health and safety program matching or exceeding regulatory standards.</p>

## KEY OUTCOMES BY FY2021

<p>1. A Community Decision Making Process (CDMP) that engages community members to participate on a consistent basis.</p>
<p>2. A fully implemented and functional Kahnawá:ke Justice Act.</p>
<p>3. New Third Party (Industry) Management Framework.</p>
<p>4. Intergovernmental agreements with Canada and Québec that recognizes Kahnawá:ke Jurisdictional Control Membership, Lands, Taxation, Justice and other priority areas.</p>
<p>5. Strategy to Address Residency and Membership Compliance.</p>
<p>6. 100 more participants who have completed the Kanien'keha program.</p>
<p>7. Community Language Revitalization Program completed.</p>
<p>8. New Integrated MCK Environment Sustainability Plan (ESP) completed.</p>
<p>9. New Kahnawá:ke Contaminate Sites Strategy that will provide clear direction to address contaminated lands.</p>
<p>10. Recreation Bay Project completed and restored to its natural habitat.</p>
<p>11. Kahnawá:ke Land Use Plan fully developed to provide Community direction on best practices.</p>
<p>12. New Public Safety Act completed and implemented with a fully function Public Safety commission.</p>
<p>13. Updated MCK Emergency Management Plan that is well communicated to all stakeholders to ensure proper response.</p>
<p>14. New Transportation Authority including Plan for Traffic Safety.</p>
<p>15. New Workplace Safety Model.</p>

# BUILD



To continue to build Kahnawà:ke resources, capacity, and opportunities.

GOALS	OBJECTIVES
<p><b>1. ECONOMIC DEVELOPMENT</b></p> <p>To pursue an enhanced economy for Kahnawà:ke that will ensure prosperity and sustainability.</p>	<p><b>A.</b> Establishing a new Economic Development Strategy and Governance Model to:</p> <ul style="list-style-type: none"> <li>• Support job creation and the development of skilled workforce;</li> <li>• Position the community to pursue new economic development opportunities; and</li> <li>• Generate income for reinvestment into the community.</li> </ul>
<p><b>2. CAPACITY DEVELOPMENT</b></p> <p>To create opportunities for a resilient workforce in Kahnawà:ke.</p>	<p><b>A.</b> Promote fair and equitable opportunities for Kahnawà:ke Labor Force;</p> <p><b>B.</b> Ensuring Kahnawa'kehró:non can take advantage of job opportunities of interest; and</p> <p><b>C.</b> Ensuring Qualified and skilled people are in place along with creating a culture of mentoring.</p>
<p><b>4. CONTINUOUS IMPROVEMENT</b></p> <p>To have the capacity to successfully adapt and achieve the organization's goals and the community's needs.</p>	<p><b>A.</b> Creating a respect based organizational culture that enables insight and encourages input into issues, challenges, concerns, and opportunities;</p> <p><b>B.</b> Ensuring change is being embraced by all staff of the MCK; and</p> <p><b>C.</b> Continually enhancing and maintaining Kahnawà:ke infrastructure to accommodate the needs of the community.</p>





## KEY OUTCOMES BY FY2021

1. New Economic Development Strategy.
2. Clearly defined governance structure for Economic Development in place.
3. New Agreements with external governments and other communities to provide labour opportunities.
4. Labour office structure and policy requirements fully implemented, including comprehensive Kahnawà:ke Labour Legislation.
5. Employee Respect Campaign.
6. Change Management training program implemented to ensure employees are prepared for future development.
7. Updated Community Based Five Capital Plan.
8. New Sewage Treatment Facility.
9. Feasibility Study on commuter train station.
10. New Hwy 201/30 intersection to allow access to future lands.
11. Design and construction of full Hwy 207 rehabilitation, including water and sewer capital.
12. Improvements with full funding from Federal and Provincial Governments.
13. New Animal Shelter, Enviro Centre and Fuel Depot.

# SUPPORT



To support Kahnawá:ke by working together to provide the best services to members.

GOALS	OBJECTIVES
<p><b>1. HIGH QUALITY SERVICES</b></p> <p>Provide the highest quality of service delivery possible.</p>	<p>A. Ensuring services are fully accessible and functioning to community satisfaction;</p> <p>B. Maximizing the use of all funding to support and sustain service delivery and ensuring no duplication of services;</p> <p>C. Using technological advancements that will improve the efficiency of the organization; and</p> <p>D. Retaining staff long term and utilizing staff members most effectively.</p>
<p><b>2. COMMUNITY ENGAGEMENT &amp; RELATIONSHIPS</b></p> <p>To understand needs expectations and direction of the community and create and maintain positive relationships.</p>	<p>A. Promoting community feedback and input to improve the MCK operations and meet community needs;</p> <p>B. Supporting the MCK Council of Chiefs' Community Engagement priority; and</p> <p>C. Enhancing the MCK Standing within the community.</p>
<p><b>3. CLIENT BASED SERVICES</b></p> <p>To enhance services that provide a better quality of life for kahnawà:ke:non.</p>	<p>A. Enhancing policies and programs to support delivery and sustainability of client based services; and</p> <p>B. Having an effective Membership and Residency Law.</p>





## KEY OUTCOMES BY FY2021

1. New process for continuous improvement measures in place, including the MCK operational standards, performance measures and process to maximize operational efficiencies and cost savings.
2. The MCK service standards developed and implemented for all the operational units that ensures effective and efficient service delivery to the community.
3. Permanent Landfill Office under the MCK Organization.
4. Information Technology improvements completed including new MCK telecommunications system, electronic records management system.
5. New Information Technology Strategic Plan completed linked to the Executive Director's Committee's, (composed of Community organizations) strategic direction and supported by Information Technology Steering Committee ("ITSC").
6. New Three Year Human Resource plan, including an updated Performance Management System a linked to the MCK Strategic Plan.
7. Succession Planning Strategy.
8. New community consultation methods in place, including survey tools to measure community satisfaction with the MCK services and to enhance community engagement.
9. New Recreation Policies related to disbursements, parks and fundraising.
10. Enhanced Housing Program.
11. New Rental Board.
12. Enhanced Social Assistance Programs.
13. Updated Membership Law.

# GOVERN



To effectively govern Kahnawá:ke resources through leadership and effective decision making, maximizing the benefits to all members.

GOALS	OBJECTIVES
<p><b>1. OPERATIONS</b> To establish clear direction and achieve operational goals.</p>	<p>A. Connecting and integrating the Strategic Plan into daily operations; and B. Meeting priorities and basic needs within financial limitations.</p>
<p><b>2. PRIORITIZATION</b> To establish priorities that will guide and direct the organization.</p>	<p>A. Setting priorities in accordance to organizational objectives and Council direction; and B. Moving forward Chief and Council's priorities.</p>
<p><b>3. COLLABORATION &amp; TRANSPARENCY</b> To work in partnership with staff, management and community organizations.</p>	<p>A. Increasing opportunities for knowledge sharing, collaboration, and issue resolution; B. Supporting all MCK affiliated community organizations to work together effectively; and C. Ensuring openness and transparency with respect to decisions and impacts.</p>
<p><b>4. STRUCTURE</b> To establish a sound structural foundation that will enable the organization to meet community needs.</p>	<p>A. Developing and implementing a clearly defined governance framework in keeping with Council of Chiefs' priorities.</p>
<p><b>5. FORWARD THINKING</b> To be prepared for the long term development of Kahnawá:ke.</p>	<p>A. Establishing a clear strategy &amp; direction for future development for the community.</p>
<p><b>6. FINANCIAL CONTROL</b> To ensure that financial resources are attained and controlled in a manner that allows for stability and sustainability.</p>	<p>A. Establishing a financial control framework; and B. Enhancing financial capacity.</p>





## KEY OUTCOMES BY FY2021

1. Foundation Frameworks in place to support MCK functions; Strategic, Operational, Policy, Projects and Quality Management.
2. Five Year Operational Plans for all MCK Units aligned with the current strategic plan and the Council of Chiefs' Priorities.
3. Council of Chiefs' Orientation Plan.
4. Improved Inter-organizational collaboration including:
  - a. Established internal communications channels;
  - b. Networks that share common interest to community issues;
  - c. Integrated team strategies and activities;
  - d. New Responsibility Assignment Matrix (RACI) to coordinate team roles; and
  - e. Engagement Strategy.
5. New Council of Chiefs' Governance Policy completed.
6. Council of Chiefs' Operational Manual in place related to operations, roles and responsibilities, and relationships.
7. Executive Team Terms of Reference and Decision Framework.
8. Comprehensive Community Plan completed with an action plan to facilitate implementation.
9. Comprehensive Financial Plan developed for the next 5 years.
10. Finance control framework completed.
11. Capital renewal for facilities based on the new Facility Condition Index (FCI) based system.



# LOOKING FORWARD







As Kahnawá:ke continues to evolve, the MCK will develop a greater strategic focus leading to a more cost effective and seamless delivery of programs and services to the community. The Strategic Plan is developed to reflect the aspirations of the community and is critical for moving the organization forward to achieve its vision. This will be achieved by integrating the detailed work plan into the daily operations of the organization and working in close collaboration with the community as a whole.

The vision for the MCK serves as the foundation for tomorrow, it is important we build a prosperous future for the youth of the community as they will grow to eventually be our leaders and become key influences for decision making. The MCK must maximize its resources and focus on key objectives that will improve the quality of life for the community.

In conclusion, the MCK has embarked upon an ambitious journey which will be guided by a competent executive team and staff under the leadership provided by the Grand Chief and Council. Aided by a strong community planning approach, the MCK and the collective community will continue to travel this journey together and pave the way for Kahnawá:ke to evolve as a prosperous and vibrant community for future generations.





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